

# In FOCUS



## FIVE-YEAR STRATEGIC PLAN

2/28/2024





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# LETTER FROM THE CEO

FRANK WHITE III

Over the past year, we have embarked on a journey to develop a new strategic plan for KCATA that is reflective of the direction and the challenges that we are facing to provide reliable and equitable services throughout the Kansas City region. An important benefit of strategic planning is that it focuses an organization on the direction it wants to take for the future. As we developed this plan, we pondered relevant, tough and difficult questions and considered solutions, decisions, initiatives and actions that must be implemented if we aspire to have a viable and financially sustainable future.

This strategic planning process helped create a focused vision which aligns the goals and objectives of KCATA to the regional needs. The planning process has given us a clearer idea of the complexity of our constrained financial environment and highlighted what needs to happen over the next five-plus years for us to deliver upon the vision that our board has adopted. KCATA needs to take on the mantle of leadership that our regional partners want and expect to deliver on the vision of world-class transportation options.

We branded our plan, inFOCUS, an acronym that encompasses our five strategic goal categories—Finance, Organization, Customer Experience, Unified Region and System Development. This brand underscores our purpose—to lead and provide where appropriate, transportation options to the greater Kansas City region. It also emphasizes and prioritizes the crucial need for diverse funding sources; to not only achieve our purpose but to clearly inform our board and regional stakeholders that public transportation cannot grow to meet the expanding regional needs without additional revenue streams. We must resolve the financial challenges in the Region.

The plan provides the framework that formulated our strategy for the next five years and beyond. We have a strong foundation to build upon with our positive post-pandemic ridership recovery. But as we assessed our current situation—we are confronted with taking on the greater responsibility for assisting our regional partners in planning regional services. But we need to solve our most glaring challenge; the need for additional and more diversified funding sources. Funding is critical to providing the resources that are fundamental for the implementation of the strategic plan.

The overall plan establishes the goals and what is needed to achieve them. We have already taken steps to optimize the utilization of our internal resources. We must continue to be proactive, to be the experts in the region to input and influence transportation issues and to be the partner in regional activities that maximize transportation options. The plan is positioning KCATA to fulfill its responsibilities as a regional authority.

The plan is aspirational and relies on budget and time to implement. For this plan to be effective and successful, it is crucial that it involves the buy-in and participation of our board, our KCATA leadership and management team, our frontline employees, our union partners, our regional partners and community stakeholders, and most importantly, it must serve our customer base. I look forward to working with everyone in the Kansas City Region to deliver upon a plan that advances transportation.

Sincerely,

A handwritten signature in black ink, appearing to read 'Frank White III', written over a faint, light-colored signature line.

Frank White  
Chief Executive Officer



# LETTER FROM THE CHAIR

REGINALD TOWNSEND

Friends and Colleagues,

The Board of Commissioners initiated this strategic planning process in 2022 to address a host of challenges and opportunities. KCATA had navigated the pandemic better than most transit providers, achieving national recognition in 2022 when the American Public Transportation Association named the agency its Mid-Size Transit Agency of the Year. Yet, dramatic changes to travel wrought by the pandemic, new agency leadership, and ongoing funding and staffing challenges meant the time was right to develop a new strategic plan.

The inFOCUS Strategic Plan was created collaboratively between KCATA staff, the Board of Commissioners, and regional stakeholders. “FOCUS” appropriately reflects what we hope to accomplish with the strategic plan in a few ways. Not only does the strategic plan provide focus for the agency, FOCUS serves as an acronym for the plan’s five themes of financial sustainability, a strengthened organization, customer experience, a unified region, and system development.

inFOCUS outlines a shared vision for the agency to “Enhance lives in our region through reliable and convenient mobility options”. I think the word region is especially notable.

KCATA was established as one of the few multi-state transportation authorities in the country and as such plays a unique role coordinating mobility across Greater Kansas City. To support that vision, the plan outlines a range of strategies, from establishing new sources of dedicated funding that can support regional planning efforts to solutions to improve public safety for riders.

The Board of Commissioners recognizes that implementing inFOCUS is a major undertaking for KCATA. The plan outlines a phased timeline for implementation and points of responsibility. Achieving the plan will require hard work from KCATA but also regional buy-in and support. Funding continues to be a challenge for KCATA and an impediment to the agency attaining its regional mission. I look forward to working with KCATA and regional partners to help accomplish inFOCUS.

Sincerely,

Reginald Townsend, Chair  
Kansas City Area Transportation Authority  
Board of Commissioners

# KCATA BOARD OF COMMISSIONERS

The KCATA is governed by a 10-member Board of Commissioners, five from Missouri and five from Kansas. Commissioners are limited to two consecutive four-year terms. The Board is responsible for adopting all general policies of the Authority, including the adoption of annual capital and operating budgets, establishing

strategic direction and goals for the Authority, approval of significant agreements and contracts, and the selection of a President/CEO. The Board may delegate certain duties and responsibilities to the President/CEO for the management and operation of the Authority.



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Cass County, Missouri



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Unified Government, Kansas



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Leavenworth County, Kansas



**Byron Craddolph**  
Jackson County, Missouri



**Dr. Tyjuan Lee**  
Platte County, Missouri



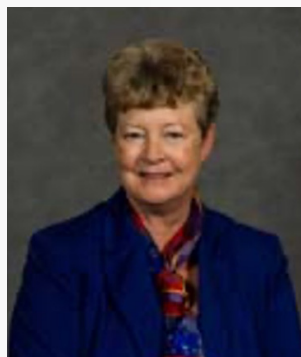
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Clay County, Missouri



**Bridgette Williams**  
Wyandotte County, Kansas



**Julie Lorenz**  
Johnson County, Kansas



**Melissa Bynum,**  
Immediate Past Chair



**Tom Burroughs**  
Wyandotte County, Kansas

# KCATA EXECUTIVE LEADERSHIP

The KCATA strives to provide a safe, reliable and innovative system that grows to meet the changing transit needs of metropolitan Kansas City.



**Frank White III**, President & Chief Executive Officer



**Richard Jarrold**, Deputy Chief Executive Officer



**Terri Barr-Moore**, Chief of Staff



**Chuck Ferguson**, Chief Operating Officer



**Tyler Means**, Chief Mobility & Strategy Officer



**Bruce Beatty**, Chief Financial Officer



**Cindy Baker**, Senior Director Marketing, Communications, Customer Service



**Bryan Beck**, Senior Director of Information Technology



**June Berry**, Senior Director of Human Resources



**Don Bowlin**, Senior Director of Transportation



**Luis Esquilin**, Senior Director of Fleet Maintenance



**Marla Leeper**, Senior Director of Facilities Maintenance

# EXECUTIVE SUMMARY

## What is inFOCUS?

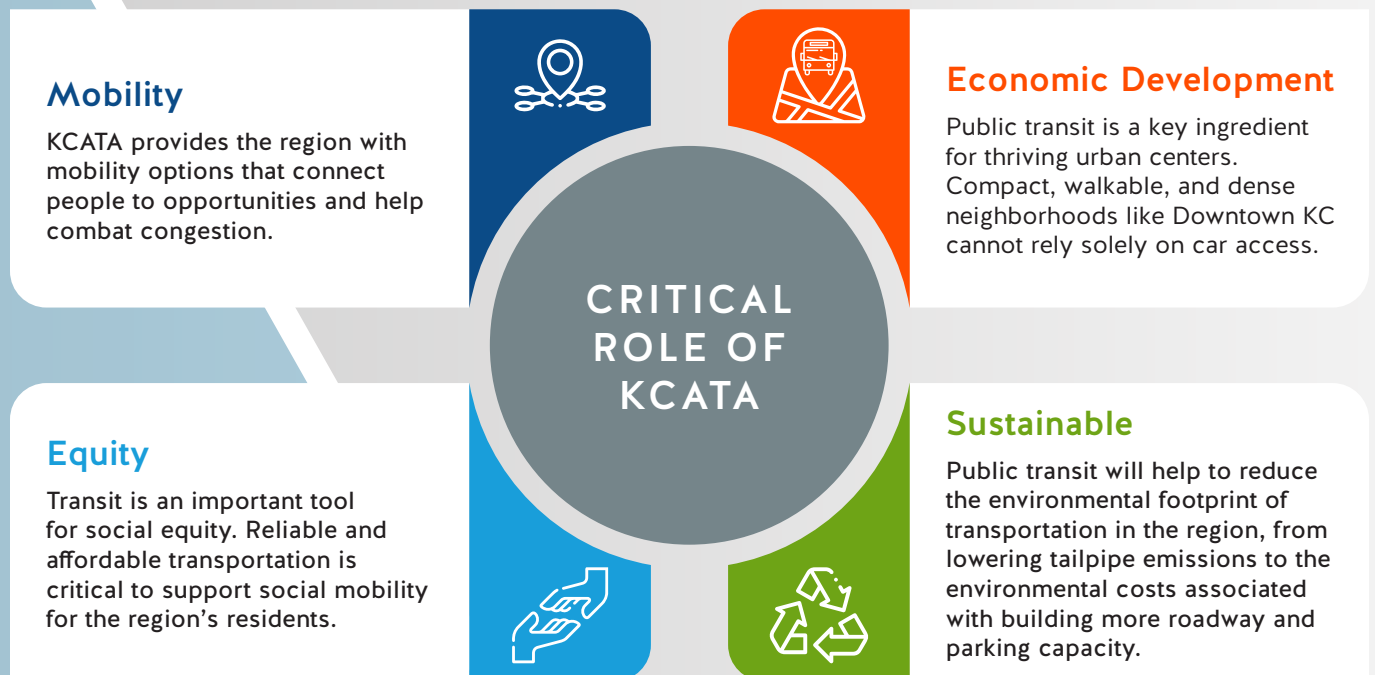
inFOCUS is the the Kansas City Area Transportation Authority's (KCATA's) new five-year strategic plan. KCATA hired a consulting team led by InfraStrategies and comprising Foursquare ITP, Jones Worley and 321 Strategies, to conduct research and generate a five-year plan. The plan is based on a phased approach and was developed collaboratively by the agency, the InfraStrategies team and KCATA's Board of Commissioners, outlining how the agency can better adapt to the needs of the region.

As the Kansas City region grows and evolves, KCATA is looking ahead to ensure it has the capacity to provide adequate transportation service to the communities that rely on it. In the next five-plus years, KCATA will need to identify new sources of funding to reinforce its financial position, improve customer amenities and information, and work with the area's jurisdictions to ensure it is providing service that meets the needs of its customers. This plan

seeks to inventory the agency's challenges and opportunities and chart a course to improve its service and facilitate coordination across the region.

## Agency Background

In 1965, legislation passed by the states of Missouri and Kansas and the US Congress established the KCATA to provide public transportation and coordinate transit services across the region. Today, KCATA is the Kansas City metropolitan area's largest transit provider, providing over a million monthly trips across all its modes. As a regional authority, KCATA also supports the planning and operations of other services in the area including the Kansas City (KC) Streetcar. Through the issuance of bonds and certain tax incentives, KCATA also helps to facilitate affordable housing and transit-oriented development. KCATA's range of activity makes it an indispensable partner on mobility issues in the region.



### Mobility

KCATA provides the region with mobility options that connect people to opportunities and help combat congestion.



### Economic Development

Public transit is a key ingredient for thriving urban centers. Compact, walkable, and dense neighborhoods like Downtown KC cannot rely solely on car access.



### Equity

Transit is an important tool for social equity. Reliable and affordable transportation is critical to support social mobility for the region's residents.



### Sustainable

Public transit will help to reduce the environmental footprint of transportation in the region, from lowering tailpipe emissions to the environmental costs associated with building more roadway and parking capacity.





# ENGAGEMENT

## BY THE NUMBERS

### Engagement Summary

Activities for the inFOCUS Engagement series were hosted in two phases between March and September 2023. In the discovery phase, the project team sought internal input from stakeholders in spring 2023 to understand context and assess needs. During the community buy-in phase hosted between June and September, KCATA and the project team sought input directly from key stakeholders and the community to hear diverse perspectives and give stakeholders a place at the table in the visioning process.

### A COLLABORATIVELY DEVELOPED PLAN

KCATA and the InfraStrategies team convened industry experts, held conversations with leaders across the region, solicited open feedback from all levels of the organization, and surveyed the public to better understand the local and national context that will shape mobility in the Kansas City region over the next five years and beyond.

Input was sought through:

- Interviews with key internal and external stakeholders
- Employee focus groups and interviews
- Stakeholder and customer surveys
- Updates and briefings to agencies and community groups

### Who We Engaged

- Business
- Education
- Healthcare
- Government
- Community/Civic
- Faith-Based
- Real Estate
- Housing
- Tourism



REGIONAL  
STAKEHOLDER  
GROUPS

### How We Engaged



INTERNAL  
STAKEHOLDER  
FOCUS  
GROUPS

- Board of Directors
- Executive Leadership
- Senior Managers
- Frontline Workers
- Amalgamated Transit Union (ATU)



25+  
INTERVIEWS  
(Internal & External)

- One-on-one, structured, conversational



800+  
SURVEY  
RESPONSES

- Across the Region
- High Participation
- Positive Sentiment

### ENGAGEMENT PROCESS



## MISSION AND VISION

### MISSION:

Connect all people to opportunities

### VISION:

Enhance lives in our region through reliable and convenient mobility options

## CORE VALUES

SAFETY AND SECURITY

CUSTOMER FOCUS

RESPECT AND INTEGRITY

FISCAL SUSTAINABILITY

COLLABORATION

## GOALS

### F INANCE

Be fully **financially sustainable** with dedicated funding sources.



### O RGANIZATION

Strengthen the engaged and empowered **workforce**.



### C USTOMER EXPERIENCE

Provide **reliable, convenient, and equitable** mobility alternatives.



### U NIFIED REGION

Support a thriving region through environmental **sustainability, development, and access** to opportunity.



### S YSTEM DEVELOPMENT

Collaboratively **lead the region** in delivering mobility options.



### Strategic Plan Framework

inFOCUS was developed collaboratively by the KCATA Board of Commissioners and agency leadership. The agency also held engagement events with the public, partner organizations, and representatives from the union representing its employees. KCATA assessed this feedback and developed a revised list of core values, vision, mission, and goals that encompass the major areas of activity KCATA will undertake in the next five years.

## inFOCUS Recommendation Summary

Through the research and outreach conducted for this plan, including in-depth conversations with staff across the agency, KCATA has identified a range of strategies to support each of the inFOCUS goals:



**FINANCE:** To act as the region's transportation authority, KCATA needs both a greater diversity of funding sources and funding

that is not tied to service in one particular jurisdiction or another. The plan proposes a range of strategies, from pursuing a dedicated source of regional funding to opening up new opportunities for KCATA to generate direct revenue such as advertising.



**ORGANIZATION:** KCATA must invest in itself as an organization to ensure the agency has the data, skillset, and staff to execute its wider

vision. Under organization, the plan outlines strategies to combat challenges, such as a transit workforce shortage and the need for more accessible data to support planning and decision making.



**CUSTOMER EXPERIENCE:** To address concerns about safety and comfort, the plan outlines a robust

program of regional improvements, including adding safety ambassadors throughout the system and creating an agency-wide task force to improve and maintain bus stops. KCATA will also use technology to provide an integrated platform for accessing system information.



**UNIFIED REGION:** KCATA is one of the few organizations in the Kansas City region

with the expertise, mission, and authority to lead regional transportation solutions that go beyond jurisdiction or state boundaries. The agency wants to bring together regional partners and serve as a venue for developing mobility solutions, from planning and operating interjurisdictional service in new transit corridors, to supporting transportation during special events like the World Cup. The agency



will work to foster transit-oriented development and convene an executive-level working group on mobility.



**SYSTEM DEVELOPMENT:**

Finally, KCATA needs to adapt its services as appropriate to meet the needs of a growing region. The

agency will explore developing new routes and services, such as a high-capacity east-west route, high-capacity service north of the Missouri River, and service to KU Health System. The plan also proposes to create a standard practice for providing special event service and embrace the World Cup as an opportunity to demonstrate its value to the region, and sustain improvements once the World Cup is over. Transit service could also in the future serve the proposed new baseball stadium downtown.

The strategies will be implemented under a phased approach, taking into account regional priorities and resource constraints.

# INTRODUCTION AND CONTEXT

## Background

KCATA is today at an important inflection point. For three years, the agency's focus has been on successfully navigating the COVID-19 pandemic. Today the agency has new leadership and is benefiting from returning travel demand and new federal funding opportunities. In 2022, KCATA was named by the American Public Transportation Association (APTA) as the top mid-size transit agency in the country. For all its successes, the agency and its Board of Commissioners



sees an opportunity to strengthen its role as Kansas City's regional transportation authority.

The inFOCUS plan was developed to respond to current and future transportation needs of the bi-state region. The InfraStrategies team convened and held conversations with leaders across the region, solicited feedback from all levels of the organization, and surveyed the public to better understand the local and national context that will shape transportation over the next five years and beyond. The final plan outlines a vision for KCATA and how it as an organization can support better mobility for the greater metropolitan area.

### KCATA QUICK FACTS

**Historical Background:** Bi-state authority established by Congress in 1966 to plan, construct, own, and operate passenger transportation systems and facilities within the seven-county Kansas City metropolitan area.

**Governance:** Ten-member Board of Commissions representing the jurisdictions within the service area, five in Kansas and five in Missouri.

**Modes:** Operates thirty-five local bus routes, three MAX Bus Rapid Transit lines, RideKC Flex bus service, IRIS Microtransit Service, and RideKC Freedom ADA paratransit service. Coordinates all regional transit modes.

**Annual Operating Budget (2023):** \$117.2 Million

**Average Weekday Ridership:** 38,000 (Q2, 2023)

**RideKC:** Unified regional transit branding used by KCATA and other local operators; KCATA coordinates brand assets.

## Current Context

To understand KCATA's position within the national and regional transit landscape, KCATA synthesized the findings from industry research and stakeholder engagement. This assessment of the agency's context formed the basis for the development of the inFOCUS mission, vision, goals, and strategies.

### National Trends

#### NEW TECHNOLOGIES FOR MOBILITY



The transit industry has begun to embrace new transportation technologies that can help complement or expand the reach of fixed-route transit. These services – including on-demand microtransit services and micromobility options like shared bike, e-bike, and e-scooters – help riders make first- and last-mile connections and expand coverage. The Kansas City region has taken major steps to develop a comprehensive multimodal transit network, that incorporates bikeshare and a collection of microtransit

services, including IRIS initiated in 2023. Beyond new transportation modes, technology continues to transform transit through new methods for payment, customer, information, fleet management, and performance monitoring.

## NEW FUNDING OPPORTUNITIES

The Federal Infrastructure Investment and Jobs Act (IIJA), passed by Congress in 2021, represents a once-in-a-generation federal investment in transportation. The IIJA unlocks new funding opportunities for KCATA, from expanding existing transit, roadway, and rail funding programs to offering new grant opportunities for vehicle electrification and transportation equity investments. In addition to funding from the United States Department of Transportation (USDOT), sources from agencies including the United States Environmental Protection Agency (EPA), National Oceanic and Atmospheric Administration (NOAA), and Federal Emergency Management Agency (FEMA), are available and could be leveraged

through partnerships with other local agencies. Federal grants generally require a local match which further emphasizes the need for KCATA and their regional partners to find new revenue sources to have the ability to leverage these opportunities.

## GREEN SOLUTIONS

Another important source of funds for transit agencies involves the transition to low- and zero-emission vehicles, including battery electric buses and hydrogen fuel cell electric buses. In addition to the reduction in greenhouse gas emissions, low- and zero-emission vehicles offer substantial benefits to communities in terms of reduced air pollution. However, the deployment of zero-emission bus (ZEBs) and other such vehicles is complex and costly, requiring, in addition to the cost of acquiring new vehicles, the installation of new fueling equipment, substantial new worker training, and adjustments of many agency procedures and policy direction.

## POST-COVID-19 “NEW NORMAL”

The COVID-19 pandemic has significantly changed how the American public travels. Transit ridership nationwide is still below pre-pandemic levels, even as overall travel rates have recovered. Transit agencies historically have relied on commuters for a large portion of their ridership and with the growth in remote work, demand for such trips has declined. KCATA stands out as one of the few agencies that has achieved pre-pandemic ridership level yet, as the agency plans for the future, it will need to consider how it can better serve post-pandemic travel needs.<sup>1</sup>



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<sup>1</sup>Tatlow, N. (2022, April 21) Council Post: For many millennials, a flexible workplace is the new pay grade. <https://www.forbes.com/sites/forbestechcouncil/2021/12/17/for-many-millennials-a-flexible-workplace-is-the-new-pay-grade/?sh=60229dd07a93>

## GOVERNMENT AS THE CONVENER

Increasingly, transit agencies and local governments have begun supplementing the provision of fixed route transit with a mobility management approach, in which the agencies help coordinate an array of transportation modes provided by a variety of public and private entities. Major regional agencies can help integrate the metropolitan area's constellation of transit operators into a more cohesive whole, like KCATA does with the RideKC branded services.



## CHALLENGING LABOR MARKET CONDITIONS FOR TRANSIT AGENCIES

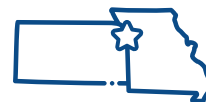
Agencies across the country are having difficulty hiring and retaining operators and mechanics. A large percentage of transit workers are nearing retirement age<sup>2</sup>. At the same time, changing needs and preferences of workers have made the schedule required of transit workers less desirable. Increase in on-the-job hazards has made transit work less appealing. Together, these factors have resulted in an increase in vacancies in operator and mechanic positions, as well as in the compensation that such workers expect.

## MULTI-MODALISM

Americans generally support investments in multi-modal transportation, including public transit, bicycle, and pedestrian infrastructure. KCATA can play a key role in reducing auto dependency in the bi-state region by building infrastructure, operating new transit services, and helping decision-makers achieve a regionally shared vision for transportation with corresponding funding.

## PRIVATE INVOLVEMENT

Over the last decade, the United States has seen renewed private-sector investment in transportation, from the emergence of mobility services, such as ride-hailing or shared micro-mobility programs, to private infrastructure investments. Public agencies support these investments by building partnerships with the private sector and helping to convene stakeholders across government agencies and private industry to realize new mobility solutions.



## Local Context

### RIDERSHIP RECOVERY

Despite the challenging national environment for transit, KCATA has continued to effectively serve its customers and the region. System ridership has rebounded to pre-pandemic levels, with a record month of ridership in September 2023. KCATA also compares favorably to its peers in terms of system productivity; KCATA provides more trips per mile than its peers at a lower cost per trip. KCATA is on firm footing to broaden its reach and refine its operations.

## TOP HONORS

KCATA was named the top public transit agency in North America for midsize agencies, earning the prestigious 2022 APTA Outstanding Public Transportation System Achievement Award.

<sup>2</sup> Fulton, D. (2015, December 3) The Silver Tsunami is making a splash in transit. <https://www.trapezgroup.com/blog-entry/the-silver-tsunami-is-making-a-splash-in-transit>.

## NEW LEADERSHIP

In January 2023, Frank White III was unanimously named as CEO by the 10-member KCATA Board of Commissioners. With this new appointment, he became the first Black CEO of the agency. He had previously served as interim CEO since August 2022 after joining the organization in 2016 as the Chief Marketing Officer and serving as the Vice President of Development at the RideKC Development Corporation.

## LEVERAGE NEW FINANCIAL RESOURCES

Today, KCATA's ability to generate revenue is constrained. KCATA is funded through agreements with individual jurisdictions (municipalities and counties), with limited state funding. Few jurisdictions are investing in transit, and the COVID-19 recovery funding is expiring. The adoption of free fares eliminated a crucial pool of funds for which KCATA had full discretion. Together, these conditions have curtailed the amount of cash the agency has on hand, challenging local matching, and limiting the agency's ability to plan long-term, and may undermine its ability to provide high-quality transit service.

## ROLE FOR KCATA AS REGIONAL MOBILITY LEADER

Stakeholders who participated in interviews with KCATA voiced that the Kansas City metropolitan area needs strong leadership to make regional mobility solutions a reality. KCATA is well-positioned to provide such leadership, with initiatives such as the expansion of IRIS and special World Cup service providing opportunities to re-establish the agency as a regional mobility coordinator and convener. KCATA can rally its partners in elected office, the private sector, and other regional transit providers to coordinate on funding, level of service, the role of transit, and supportive land use.

## TAKING THE ORGANIZATION TO THE NEXT LEVEL

Discussions with the board, leadership, and union and non-union employees indicated a

desire to refine and refocus the agency's procedures and working practices. Participants indicated that internal communication and working protocols are a source of dissatisfaction and expressed a need to build consensus around KCATA's goals and priorities.

## INCREASING THE AGENCY'S CAPACITY

KCATA does a lot with limited resources, but will need to expand its administrative capacity to be more effective. For example, unlike most of its peer agencies, KCATA lacks a fully staffed marketing team and government relations person. In addition, many key staff oversee multiple distinct functions. In such an environment, day-to-day challenges necessarily take precedence over long-term strategic initiatives. This plan recommends that KCATA identify staffing gaps and strive to fill those missing positions. The plan cannot be substantially implemented without additional resources.



## OPPORTUNITIES TO BETTER SERVE THE KANSAS CITY REGION

The Kansas City metropolitan area is large and sprawling. New residential development in the Northland and new employment centers, such as the under-construction Panasonic factory, are located some distance from downtown in low-density areas and sometimes in communities that do not fund transit, making them difficult to serve effectively via transit. At the same time, KCATA operates a range of service types—express buses, local bus, microtransit—that can be leveraged to optimize service across the region. KCATA also has an opportunity to work more closely with organizations involved in land-use planning to help facilitate new transit-supportive growth and development.

# ENGAGEMENT

## Overview

In line with KCATA’s vision to provide expanded mobility throughout the bi-state region, a robust and active public engagement series was essential for the inFOCUS visioning process. Working with representatives from all corners of the region’s business, government, healthcare, education, and non-profit communities, the charge to develop an action-oriented plan was clear—connecting people to their centers of work, commerce, learning, healthcare resources, and recreation in more reliable, accessible, safe, and equitable ways.

The inFOCUS engagement framework embodied the following principles:

- **Develop and maintain relationships:** Lead and facilitate a two-way dialogue to build partnership between KCATA and stakeholders throughout the plan development process.
- **Inform and educate stakeholders:** Create a comprehensive and inclusive engagement strategy that uses various techniques for interested parties to provide input.
- **Use stakeholder input to direct planning:** Communicate how the stakeholders’ contribution will influence decision-making and prioritization strategies.
- **Build stakeholder support for execution:** Leverage and expand acceptance and ownership of the recommendations and projects outlined in the plan.

## Approach

Activities for the inFOCUS Engagement series were hosted in two phases between March and September 2023. In the discovery phase, the project team sought internal input from stakeholders in spring 2023 to understand context and assess needs. During the community input phase hosted between June and September, KCATA and the project team sought input directly from key stakeholders and the community to hear diverse perspectives and give stakeholders a place at the table in the visioning process.

<i>Discovery Phase</i>	
<b>TIMING</b>	Spring 2023
<b>FOCUS</b>	Analyze landscape and establish direction for public engagement
<b>AUDIENCE</b>	Internal

<i>Community Input Phase</i>	
<b>TIMING</b>	Summer 2023
<b>FOCUS</b>	Gain and incorporate input from key stakeholders and core customers
<b>AUDIENCE</b>	External

## Engagement Formats:

- **Internal Interviews and Focus Groups –** One-on-one interviews and small groups hosted virtually with employees at all levels of the organization focused on service delivery and workforce development.
- **Interviews with Key Stakeholders –** Representatives from the project team met with top leaders in business, government, education, healthcare, and other industries for one-on-one interviews to collect input on regional priorities and needs.
- **Transit Priorities Survey –** Survey tools were developed to collect input from more than 800 external and internal stakeholders throughout the process.
- **KCATA Report to the Community –** Project team members presented updates on the inFOCUS plan to local and regional organizations and provided opportunities for input via the Transit Priorities Survey.
- **Customer Satisfaction Survey –** Insights from the 2022 survey were incorporated into strategies recommended by the project team to address service gaps, amenity needs, and safety concerns.



## Key Insights

Among the stakeholders interviewed, a few major insights are highlighted:

*Key insights heard during the focus groups include:*

- Identify a dedicated funding source critical to the agency's immediate future.
- Look toward a regional service strategy that provides diversity of mode to customers.
- Include transit as part of the region's economic development planning.
- Create professional standards to help restore a sense of pride and honor inside the organization.
- Improve safety and the feeling of safety for operators and customers to retain and attract riders and employees.

*Key insights from interviews with regional leaders:*

- Large scale events represent a tipping point for the region:
  - US Conference of Mayors
  - 2026 FIFA World Cup
  - Panasonic EV battery facility
  - Potential new baseball stadium
- Economic development and access to job centers is vital (e.g., serving new Panasonic facility).
- Partners outside of Kansas City are looking to KCATA for leadership and service provision for their constituencies.
- Travel does not conform to jurisdictional boundaries; transit should help connect people who live in the City but work, play, or study elsewhere in the region.
- KCATA must formally make the ask to regional partners for their support in system development initiatives.

*Key findings from the Transit Priorities Survey:*



Responses to the **Transit Priorities Survey** were received from **799** stakeholders between June 23 and September 4, 2023.

Among the respondents surveyed, a few major data points are highlighted:

- Almost **37 percent** can reach a bus stop on foot **within five minutes**.
  - Nearly **61 percent** identified **bus service** as their preference; **53.3 percent** identified **fixed-route bus service** as their preference.
- **12.5 percent** identified **KC Streetcar service** as their preference.
- Respondents identified **increases in service frequency (62 percent)** and **improved notification of service issues (51 percent)** as their most important needs.

## Engagement Conclusion

The engagement process convened stakeholders from all corners of the region and provided a 360-degree perspective of KCATA, which helped determine and identify opportunities for the next five years. Each community leader, stakeholder group, and organization had unique perspectives, opinions, and insights about what the region needs to address with regard to growth and what KCATA needs to do to be successfully aligned with regional priorities. In sum, this extensive engagement process was enormously valuable in identifying key trends and developing the core elements of the inFOCUS Strategic Plan. Ideas from each session are incorporated into the plan.

KCATA wishes to thank its staff and the many business, civic and community partners who contributed feedback.



# STRATEGIC FRAMEWORK

Strategic planning is the process of devising a course of action to realize an objective. inFOCUS, KCATA's strategic plan, is built upon the mission statement, vision statement, and strategic goals created collaboratively with the agency's Board of Commissioners. These guiding principles provide the framework for the plan of actions presented in the **Strategies and Initiatives section of this report.**

## Core Values

KCATA's core values reflect the principles the agency and its employees stand for. These serve as a guide for behavior, actions, and decision making by staff and the organization. As part of this strategic plan, KCATA and its board strived to distill the agency's existing values down into five simple words or statements that are easily repeatable and memorable:

- SAFETY AND SECURITY
- CUSTOMER FOCUS
- RESPECT AND INTEGRITY
- FISCAL SUSTAINABILITY
- COLLABORATION

These are the values the organization will stand by in its interactions with customers and staff.

## Mission and Vision

The KCATA's vision statement expresses its aspirations for the future. The agency's mission statement is a declaration of its core purpose.

- **MISSION:** Connect all people to opportunities
- **VISION:** Enhance lives in our region through reliable and convenient mobility options

## Goals (FOCUS)

The first step in developing a plan of action to realize the agency's mission and vision is to articulate overarching goals. The agency's five strategic goals, approved by the Board of Commissioners, provide focus for the agency's efforts. Each action recommended later in the plan will support one of these goals:

- F INANCE:** Be fully **financially sustainable** with dedicated funding sources.
- O RGANIZATION:** Strengthen the engaged and empowered **workforce.**
- C USTOMER EXPERIENCE:** Provide **reliable, convenient, and equitable** mobility alternatives.
- U NIFIED REGION:** Support a thriving region through environmental **sustainability, development, and access** to opportunity.
- S YSTEM DEVELOPMENT:** Collaboratively **lead the region** in delivering mobility options.



# STRATEGIES AND INITIATIVES

Strategies are actionable ways to meet the plan’s goals; they comprise individual initiatives that can be implemented over the next five years to support KCATA’s mission and vision. The strategies presented in this section are ordered to form the acronym **FOCUS**, presenting the goals for this plan. This is not an indication of an order of priority. Each strategy is composed of a set of initiatives which are individual actions that contribute to accomplishing the wider strategy.



## Goal 1: Finance

*Finance-related strategies aim at shoring up KCATA’s funding for both operating and capital needs and improving financial transparency. With more stable and diversified funding, the agency will in turn be able to deliver more and higher quality transit service to the region.*

### Strategy F1: Develop New and Innovative Strategies for Funding KCATA Operations and Management

A key to financial stability for KCATA is to have a diversified revenue base that is adequately sized to cover the cost of providing services. Several complementary initiatives can help broaden KCATA’s revenue base and make it more stable.

#### F1A WORK WITH CURRENT AND POTENTIAL FUNDING JURISDICTIONS AND PARTNERS TO ESTABLISH DEDICATED SOURCES OF FUNDING FOR TRANSIT

Currently, KCATA does not have a dedicated source of funding that accrues directly to the agency. By securing one or more dedicated regional funding sources for KCATA, the agency would have greater revenue predictability and ability to plan for long term projects, such as capital investments. Most transit agencies have such a dedicated funding source, including Metro Transit in St. Louis, which receives sales taxes from across its bi-state service region.

KCATA will conduct additional research into the feasibility of new forms of revenue and will work with counties and municipalities to implement them as appropriate.

#### F1B DEVELOP PARTNERSHIPS WITH LOCAL DEVELOPMENT ORGANIZATIONS TO FUND ON-STREET AMENITIES SUCH AS SHELTERS AND DISPLAYS

Several transit agencies have been successful at developing partnerships with Business Improvement Districts (BIDs) and Community Development Corporations (CDCs) to fund on-street amenities, such as shelters and displays. This is a model KCATA could explore, particularly in the downtown area and other dense employment centers. Another opportunity is to expand the existing Adopt-A-Stop program, where businesses, developers or organizations can provide financial or in-kind support to maintain bus stop amenities.

#### F1C WORK WITH JURISDICTIONS TO UPDATE ADVERTISING POLICIES AND ENABLE KCATA TO DIVERSIFY ADVERTISING OPPORTUNITIES

Increase advertising revenue by working with jurisdictions to develop updated policies for on-street advertising, including advertising at stops and sponsorships. This could diversify advertising revenues for the agency and help communicate with residents.



## Strategy F2: Expand KCATA's Ability to Generate Revenue

### F2A ESTABLISH MORE STABLE, LONGER TERM FUNDING AGREEMENTS WITH LOCALITIES AND STATES

Currently KCATA contracts with 11 different municipalities that have chosen to invest in transit, along with Johnson County, Unified Government, and Leavenworth County. Starting with existing revenue sources, KCATA would greatly benefit from more stable, longer-term funding agreements, which can be a bridge to the dedicated funding contemplated above. KCATA will work with partner jurisdictions to establish longer-term agreements for service and cost sharing, as opposed to the annual apportionments the agency relies on today. Different service models could be applied to different areas.

### F2B DEVELOP PROTOCOL FOR PRICING SERVICE EXPANSIONS, UNDERSTANDING EXISTING SERVICE COSTS

As KCATA expands service to new municipalities or new areas, the agency will develop a protocol for pricing service expansions, which will be based on a thorough analysis of existing service costs. The protocol will be used to establish new operating agreements with localities and/or employers. KCATA will work proactively with developers and employers to identify how best to support new development and employment centers, including identifying the most appropriate service type and developing cost proposals to deliver new service.

KCATA will also work to educate funding partners on operating cost recovery and other components of service pricing.



### F2C GENERATE NEW REVENUE AND MAXIMIZE CURRENT REVENUE FROM JOINT DEVELOPMENT AND TRANSIT-ORIENTED DEVELOPMENT (TOD)

With the reallocation of the former responsibilities of the RideKC Development Corporation to KCATA, the agency has the opportunity to generate additional non-operating revenue from joint development and transit-oriented development. The agency will develop criteria to determine what sites are eligible TOD candidates, along with defining any transit-supportive developer requirements as part of a standard joint-development of incentive-supported TOD development.

### F2D CONSIDER UPDATE TO FREE FARE POLICY, INCLUDING FARE CAPPING OR PARTIAL FARES

Free fares have generated a lot of media interest in the RideKC service, but could be a concern for KCATA's long-term financial sustainability. Research has also shown that there are negative externalities associated with free fares. In December 2023, KCATA completed a study on the impact of free fares and options to update the fare policy.



The equity objectives behind the introduction of free fares could be achieved with other fare programs. These could include free or low fares for low-income residents. Policies have been put in place by the Southeastern Pennsylvania Transportation Authority (SEPTA) in Philadelphia to the Washington Metropolitan Area Transit Authority (WMATA) in Washington, DC, and Pinellas Suncoast Transit Authority (PSTA) in St Petersburg, Florida, among others. Under these policies, residents whose income level qualifies them for other social services or benefits are also eligible for free or heavily reduced transit fares.

Another transit equity policy is known as fare capping, whereby a customer receives free fare after hitting a designated daily, weekly, or monthly maximum amount. This policy has been adopted by systems as varied as LA Metro, Metro in Cincinnati, and the Greater Cleveland Regional Transit Authority in Ohio, and a coalition of 29 smaller transit agencies across Kentucky, Ohio, Michigan, West Virginia, Indiana, Pennsylvania, and Arkansas.

### Strategy F3: Establish Processes for Short- and Long-term Financial Sustainability

#### F3A REBASELINE FIVE-YEAR AUTHORITY FINANCIAL PROJECTION POST-COVID AND UPDATE ON AN ANNUAL BASIS TO IDENTIFY FUNDING NEEDS

The COVID-19 pandemic and evolving transportation needs in the region have fundamentally altered KCATA's operating costs and revenues. A rebaselining of KCATA's

financial projections is needed to match the strategic updates contemplated in this plan. Once the five-year financial forecast is completed (on both the revenue and expenditure sides), it will be updated on an annual basis. This will support a proactive and transparent approach to identify and address funding needs with the jurisdictions.

#### F3B LEVERAGE NEW FINANCIAL SOFTWARE TO BETTER COMMUNICATE FINANCIAL POSITION INTERNALLY AND EXTERNALLY

As KCATA implements a new budgeting software, the agency will have tools to more quickly and easily view KCATA's financial position. The software can be leveraged to communicate both internally and externally on the agency's financial performance. With the new system in place, KCATA should work to track its key financial metrics such as planned to actual expenditures on a monthly basis.





## Goal 2: Organization

*Investing in the KCATA organization is critical to ensuring the agency has the capacity to accomplish inFOCUS. Like most transit agencies, KCATA has been struggling since the COVID-19 pandemic with hiring and retaining frontline workers. KCATA faces other organizational needs beyond hiring, from ensuring staff have the right training and expertise to implementing processes to improve the standardization and dissemination of data.*

### Strategy O1: Adopt Performance-based, Standardized Processes

#### O1A ADOPT AND MONITOR PERFORMANCE INDICATORS ACROSS KCATA TO IMPROVE ACCOUNTABILITY

KCATA's current performance metrics and monitoring processes are tied to mandatory National Transit Database (NTD) reporting rather than internal goals, and they do not cover all aspects of the agency's operations. While the NTD metrics are critical to measure the agency's operating performance, there is an opportunity to adopt Key Performance Indicators (KPIs) across the agency to improve accountability.

This new set of Authority-wide KPIs will begin with metrics associated with the Strategic Plan (see **Performance Monitoring**) and will be gradually expanded with new metrics. All performance data will be collected and reported from a centralized repository and dashboard as described in Strategy O2 below.

### Strategy O2: Improve Data Collection and Reporting

#### O2A COLLECT DATA FROM ONBOARD ITS SYSTEMS AND DEVELOP A CENTRALIZED DATA REPOSITORY FROM WHICH PERFORMANCE DATA CAN BE REPORTED

KCATA has vast amounts of data available from a variety of sources such as onboard intelligent transportation systems (ITS) and its financial services software. To help make this data more accessible, KCATA will create a centralized data repository. Staff from across the agency will be responsible for contributing data into the system. Where possible, data inputs will be automated. As part of the development of this repository, the agency will adopt data governance policies that define responsibilities for updating and maintaining data.

#### O2B USE DATA REPOSITORY TO CREATE DASHBOARD TO PRESENT PERFORMANCE METRICS AND OTHER AUTHORITY INFORMATION AND ENSURE CREDIBILITY OF DATA

KCATA will use the centralized data repository to create a dashboard to present performance metrics and other Authority information. This dashboard will be made available to Board members and the public as part of the monthly meeting agenda, which is published on KCATA's website. An annual performance report for KCATA will also be developed based on the dashboard, showing trends and outlining goals to improve performance in areas where it is needed. Improving transparency and reporting is critical to building a broad coalition of support for transit.

### Strategy O3: Investing in Workforce Development and Employee Satisfaction, Retention

KCATA's frontline staff is at the core of the agency's mission. The agency will invest in its workforce through training, defined career pathways, and new leadership opportunities. To



bring in the next generation of employees, KCATA will develop partnerships to expand recruitment.

### O3A CONDUCT STAFFING NEEDS ASSESSMENT

To successfully implement the strategies identified in this plan, KCATA will conduct a staffing needs assessment that will identify gaps across both professional staff positions and frontline staff.

### O3B PARTNER WITH EDUCATIONAL INSTITUTIONS FOR TRAINING TO SUPPORT RECRUITMENT INITIATIVES

A key component of the workforce strategy will be to launch a community workforce development program that links KCATA with local learning institutions. Opportunities include developing apprenticeship programs with high schools and trade schools for KCATA frontline jobs, such as mechanics, technicians, and drivers, including programs to sponsor a commercial driver's license (CDL) for future hires.

KCATA will also partner with other institutions, such as Metropolitan Community College, to develop a training curriculum for both existing and prospective KCATA staff. This will support not only recruiting efforts in the community but also career development for frontline and professional staff.

### O3C DEVELOP A WORKFORCE DEVELOPMENT PLAN AND POLICIES FOR TRAINING, CAREER ADVANCEMENT

KCATA staff—both long-term employees and new hires—would benefit from a more proactive policy regarding career advancement and training opportunities that support upward mobility. KCATA will develop a formal workforce development plan that will be available to all employees and compile policies regarding training and career advancement.

### O3D DEVELOP COMPENSATION PROGRAM THAT ATTRACTS HIGH-QUALITY APPLICANTS

KCATA has a large number of vacancies across the organization and has struggled to

fill positions, as high-quality applicants can get better compensation packages with other public and private employers. KCATA will review its current compensations policies and develop a compensation program that attracts high-quality applicants. The agency will work to define the full value proposition of KCATA employment, which goes beyond just salary to include things like benefits, career growth opportunities, and available training support.

### O3E WORK WITH UNION LEADERSHIP TO ESTABLISH NEW POLICIES TO SUPPORT WORKER WELLNESS AND RETENTION

As part of the renegotiation of the agency's collective bargaining agreement (CBA), which expires in 2024, KCATA management will work closely with union leadership to identify worker needs and establish new policies that support worker wellness, notably for new hires. These policies are expected to support worker retention and help KCATA compete with other local employers. Some possible approaches include better enforcement of rider and staff codes of conduct; improved communication with frontline staff; adjustments to scheduling and



work assignments to improve quality of life for staff; improve layover and operator recovery conditions; and provide anonymous and private channels for staff to pursue support, including mental health services. KCATA will leverage its productive relationship with ATU to develop and negotiate these policies.

### Strategy O4: Develop Next Generation of Leadership

#### O4A DEVELOP A SUCCESSION PLANNING PROCESS FOR KEY LEADERSHIP AND MANAGEMENT ROLES

Developing KCATA's future leaders is vital to the long-term stability and growth of the organization. KCATA will develop a succession planning process to identify and prepare future key leaders and managers across the organization.

#### O4B ESTABLISH A LEADERSHIP DEVELOPMENT PROGRAM FOR RISING MANAGERS

Part of the succession planning process entails ensuring that rising managers receive all the

training they need to succeed in their upcoming responsibilities. KCATA will establish a formal leadership development program to support emerging leaders in gaining professional and leadership skills.

#### O4C IMPLEMENT AND FACILITATE FORMAL ORIENTATION AND TRAINING PROGRAM FOR BOARD MEMBERS

As is typical with transit agencies nationwide, incoming KCATA Board members typically do not have significant experience in transportation operations. They need to become more familiar with the agency's roles and responsibilities as well as its day-to-day operations. KCATA will develop and facilitate a formal orientation and training program for new board members, which will include recurring training opportunities as well as riding the service.

This training program will also provide an opportunity to develop or refresh KCATA's standard operating procedures (SOPs) for communication between Board and staff.

#### O4D TRAIN AND DEVELOP BOARD AND STAFF TO SERVE AS AGENCY SPOKESPERSONS

Part of training Board members will include how to serve as agency spokespersons in the region as well as at transit industry events. Similar training will be provided to select agency staff.

### Strategy O5: Launch a Strategic Hiring Campaign

#### O5A IDENTIFY GAPS TO EFFECTIVELY MEET CURRENT GOALS. LAUNCH LARGE-SCALE HIRING CAMPAIGN

Based on the results of the staffing needs assessment conducted under initiative O3A, the agency will work with the Board to establish the authority and budget to launch a strategic hiring campaign to fill vacancies.



## Goal 3: Customer Experience



KCATA is committed to providing an excellent customer experience across all services. The improvements listed below build upon the development of the RideKC brand and ongoing efforts to redeploy service in the aftermath of the COVID-19 pandemic and include specific security strategies.

### Strategy C1: Enhance Safety and Security

#### C1A IMPROVE SAFETY ON TRANSIT FOR CUSTOMERS AND OPERATORS BY ADDING SAFETY AMBASSADORS ON VEHICLES AND AT STATIONS

Negative perceptions around safety on public transit are an impediment to growing KCATA ridership. Safety is also a major concern for KCATA's own operators. KCATA can learn from successful practices from other agencies nationwide (such as LA Metro and WMATA) that are using non-police resources to improve safety and manage the complex interactions with those struggling with homelessness, drug addiction or mental health on or around transit. KCATA will explore improving safety on transit by adding safety ambassadors on vehicles and at select major stops. This will require identifying funding and/or a sponsor for the program.

#### C1B COLLABORATE WITH LOCAL COMMUNITY ORGANIZATIONS ON SUPPORT FOR PEOPLE IN CRISIS

The use of transit ambassadors will be complemented by collaborating with local community-based organizations to identify ways to support people in crisis at no additional cost for KCATA. This support can be expanded to cover other issues related to public safety, comfort and vandalism of public assets.

#### C1C SUPPORT LOCAL VISION ZERO INITIATIVES BY COORDINATING WITH JURISDICTIONS TO ENSURE SAFE ACCESS TO TRANSIT ROUTES, INCLUDING SIDEWALKS, SHELTERS, AND LIGHTING

KCATA will also work to support local initiatives aimed at eliminating all traffic fatalities and injury (termed "Vision Zero") across its service area by coordinating with municipalities to ensure safe access to transit routes, including sidewalks, shelters, and lighting at bus stops.

### Strategy C2: Unify Customer Experience

#### C2A PROVIDE CUSTOMERS EASY ACCESS TO THE LATEST SERVICE INFORMATION USING A UNIFIED APP FOR ALL RIDEKC AND KCATA SERVICES

The RideKC brand was a valuable first step in providing customers with a unified experience for fixed route transit services regardless of the provider. KCATA intends to build brand value by connecting other forms of RideKC service and making it easier for customers to access all transit options.

The first step to provide easy access for customers to the latest service information will be to implement a unified app for all RideKC and KCATA services (e.g., IRIS, Flex, Freedom, Streetcar). This app will show schedules, wait times, and prices of services, and allow for a comparison of itineraries across the various services to enable customers to easily pick their preferred option. This will be facilitated by the fact that all transit partners use the same real-time feeds.

## C2B IMPLEMENT UPDATED EXISTING SYSTEM/SERVICE DESIGN STANDARDS. EXPAND NEW KCATA STANDARDS TO OTHER SERVICES IN REGION

Service standards are less visible to customers but equally important to provide a unified experience. As part of the ongoing Route Restoration initiative, KCATA will implement updated system/service design standards across its network and work to expand new KCATA standards to other operations in the region to ensure consistency among transit providers utilizing the RideKC brand. Paratransit services are particularly important, accounting for approximately 20,000 trips annually.

community organizations can help support the maintenance and surveillance of transit stops.

## C3B IMPLEMENT NEW BUS STOP AMENITY STANDARDS

Bus stops are the main point of contact between customers and KCATA service, and it is critical that the stops be in good condition and accessible to all. As part of the ongoing Route Restoration initiative, KCATA will work to implement new bus stop amenity standards, including adding more shelters. The vandalism of existing amenities, such as touch screens, is a known issue that needs to be resolved when planning new shelters and amenities.

## C3C IMPROVE SERVICE DELIVERY FOR EXISTING SERVICE

Getting the basics right is fundamental to setting up KCATA for future success. The ongoing operator shortage following the COVID-19 pandemic caused some reliability issues for existing fixed route and paratransit service. Prior to expanding to new areas, KCATA commits to improving the delivery of its existing service to serve long-term customers. Improvements include increasing on-time performance, reducing missed trips, and increasing frequencies where demand warrants it and where funding allows. Many of the other initiatives in inFOCUS are fundamental to helping KCATA achieve this, such as improving recruitment and retention of operators.

## C3D IMPLEMENT MORE EXPANSIVE COMMUNICATIONS PLAN TO BETTER INFORM CUSTOMERS AND STAKEHOLDERS OF KCATA'S ROLE AND SERVICES

KCATA has opportunities to increase its communication, both with its customer base and the wider public. The first piece of this initiative is to make KCATA more visible in the community through greater media exposure, the hosting or participation of events, and paid media. As RideKC is the public branding of transit service in the region, the public may not



### Strategy C3: Improve Accessibility and Amenities

#### C3A DEVELOP MULTI-DEPARTMENTAL TASK FORCE TO MAKE SURE EVERY STOP IS CLEAN, SAFE, AND ACCESSIBLE

KCATA will develop a multi-departmental task force that will coordinate information and work to ensure that every stop in the system is clean, safe, and accessible. This initiative complements the ADA inventory and proposed deployment of safety ambassadors. Other initiatives in this plan will support this effort; for example, partnerships with business improvement districts, developments, and

be fully aware of KCATA's role as the regional transit authority in planning and delivering public transit services. This initiative continues with better communication with all customers, including paratransit customers, and the public across the system, from utilizing KCATA assets to promote the agency's service to pushing out service notifications and important announcements on vehicles and at transit stops.

### C3E CONDUCT A COMPLETE BUS STOP INVENTORY TO IDENTIFY AMERICANS WITH DISABILITIES ACT (ADA) COMPLIANCE NEEDS

As part of the ongoing Route Restoration initiative, KCATA will conduct a complete bus stop inventory to identify Americans with Disabilities Act (ADA) compliance needs and ensure every stop has at a minimum a curb, curb cut, and bus pad. This will require close cooperation with counties and municipalities on sidewalk and roadway improvements.



## Goal 4: Unified Region

*KCATA has a unique opportunity to connect the region across state lines and transform mobility. The strategies listed below aim to create a more unified region through transit and deliver on the benefits of transit, including cleaner air and more mobility options for residents.*

### Strategy U1: Foster Regional Coordination Around Transit-Related Issues

#### U1A CONVENE AN EXECUTIVE-LEVEL REGIONAL TRANSPORTATION WORKING GROUP TO PROMOTE BETTER COORDINATION AND COOPERATION ON TRANSPORTATION ISSUES

One of the signature initiatives for KCATA to show leadership in regional mobility will be to

convene a regular, recurring regional transit working group to promote better mobility integration. The regional working group, modeled after similar initiatives across the country, will include jurisdictions; the Mid-America Regional Council (MARC); transit providers; and other stakeholders such as chambers of commerce, councils on aging, education providers and departments, and representatives of the community. The group will convene at the executive level and provide policy guidance for the existing staff-level regional working group.

#### U1B DEVELOP MARKETING MATERIALS TO ARTICULATE WHY TRANSIT IS ESSENTIAL INFRASTRUCTURE

Transit is essential to the economic development of the greater Kansas City region. KCATA will conduct a study and develop materials to articulate why transit is essential infrastructure. Aimed at the general public and elected officials, these documents will show direct benefits of investing in KCATA in terms of service as well as the broader economic impact of transit.

#### U1C DEFINE AND DEVELOP REGIONAL TRANSIT AUTHORITY RESPONSIBILITIES AND FUNDING SOURCES

Currently, KCATA's funding is provided by jurisdictions for specific services. Without farebox revenue, KCATA does not have funding that can support its mission as a regional transit authority, which includes, among others, planning for transit on a regional level. KCATA's Board will work to develop a set of responsibilities at the regional level for KCATA and identify how these regional coordination activities can be funded.

## U1D DEVELOP A NETWORK OF ADVOCATES THAT INVOLVES PRIVATE EMPLOYERS

Clearly showing the benefits of transit will help KCATA develop a network of advocates for the agency that can support initiatives like service expansions, and advocate for regional transit funding. These advocates will need to include major employers and advocacy groups like the Regional Transit Alliance to support service expansion to new job centers.

## Strategy U2: Promote Environmental Sustainability

### U2A CONDUCT AN ENVIRONMENTAL AUDIT OF KCATA FACILITIES TO IDENTIFY OPPORTUNITIES TO IMPROVE SUSTAINABILITY

Environmental benefits of transit, such as a reduction in greenhouse gas (GHG) emissions, are a core justification to expand transit services across the region. KCATA's leadership in environmental sustainability should begin in-house. KCATA will conduct an environmental audit of its facilities to identify opportunities to improve sustainability. These opportunities could include increasing recycling, initiating greener bus washing practices, using electric vehicles (EVs) for non-revenue needs like maintenance and improving energy and water efficiency at KCATA's facilities.

### U2B DEVELOP A LONG-TERM SUSTAINABILITY POLICY

In July 2021, KCATA Board passed a resolution that supports the regional Climate Action Plan. The Board

should review the current alternative fuel policy and consider long-term impacts of zero-emission vehicle options. Working with KCATA staff, the Board will develop and adopt a long-term sustainability policy for the agency that will support regional GHG reduction goals. This will include consideration of transitioning part or all of KCATA's bus and paratransit fleet to zero-emission buses (ZEBs).

## Strategy U3: Lead Transit-Oriented Development (TOD) within the Region

### U3A FOSTER MORE TOD-SUPPORTIVE ENVIRONMENT, INCLUDING MOBILITY HUBS

In June 2023, the KCATA Board of Commissioners dissolved the RideKC Development Corporation and brought transit-oriented development functions in-house. To support greater transit use, the region and KCATA will need to work together to foster an environment that is supportive TOD. This includes changes to zoning and other policies related to housing, but also the creation of new transit service offerings, such as mobility hubs.

### U3B ESTABLISH NEW TEMPLATE OPERATING AGREEMENTS WITH LOCALITIES AND/OR EMPLOYERS SEEKING TO EXPAND SERVICE

Service expansions are a response to demand, including new employment centers and growing localities. In order to best serve demand, KCATA will develop template operating agreements that are transparent and adaptable to the type and frequency of service required. It will outline the marginal cost of service expansion and provide clarity on how development location can impact service costs.



## Goal 5: System Development

*As the regional transportation authority, KCATA is uniquely poised to deliver new mobility options to serve the needs of residents. System development strategies are intended to expand service in a more systematic, efficient way.*

### Strategy S1: Tailor Transit Options to Serve New and Changing Markets

#### S1A EXPLORE NEW POTENTIAL FIXED-ROUTE SERVICE

KCATA will continue to study potential fixed-route service expansions that have been identified. These include a high-capacity east-west route, adding service north of the Missouri River, and expanding service to KU Health System, employer hubs, new airport terminal, new baseball stadium, riverfront area, streetcar, and suburban destinations in Kansas. Planning for new service should proceed in a coordinated fashion to ensure new corridors build on each other as part of the regional transit network.

#### S1B DEVELOP AND RIGHT-SIZE MICROTRANSIT SERVICE FOR THE MARKETS IT CAN BEST SERVE

Covering the entirety of Kansas City; North Kansas City; Gladstone; Riverside; and Liberty, IRIS has been a successful expansion of KCATA's traditional fixed-route service. Building upon the initial successes and lessons learned, KCATA will develop and right-size its microtransit service for the markets it can best serve.

#### S1C DEVELOP PLAN TO ADDRESS MOBILITY DESERTS

KCATA will identify areas known as “mobility deserts” that suffer from poor transit access, as well as poor bike, sidewalk, or road infrastructure. The agency will then develop a plan to improve mobility in these areas, including multi-modal options.



#### **S1D WORK WITH LOCALITIES TO IMPLEMENT TRANSIT SUPPORTIVE INFRASTRUCTURE TO SPEED UP BUS SERVICE AND IMPROVE RELIABILITY**

KCATA will work with local departments of transportation and public works across its service area to identify, develop, and implement transit-supportive infrastructure that will help speed up bus service and improve reliability of travel times. Such improvements could include traffic signal priority (TSP), dedicated lanes, or better traffic enforcement.

KCATA will work with the municipalities to estimate the cost of these transit-supportive improvements, develop innovative approaches to transit, and identify ways to budget for and fund these improvements.

### **Strategy S2: Formalize Special Event Service**

#### **S2A DEVELOP STANDARD PRACTICE FOR SPECIAL EVENT SERVICE, INCLUDING A REVENUE MODEL AND POLICIES AROUND SPONSORSHIPS THAT WOULD ALLOW KCATA TO PROVIDE SERVICE WITH MORE CONSISTENCY**

Kansas City was in the sporting world's spotlight with the 2023 National Football League (NFL) Draft, and will be even more so in 2026 when the Federation Internationale de Football Association (FIFA) World Cup, the second largest global sporting event after the Olympics, will play several games at Arrowhead Stadium. This

provides an opportunity for KCATA to develop a standard practice for special event service, including a revenue model and policies around sponsorships, in order to provide service with more consistency.

#### **S2B CREATE AND EXECUTE TRANSPORTATION PLAN FOR FIFA WORLD CUP**

Based on these new policies, KCATA will create and execute a transportation plan for the 2026 World Cup.

### **Strategy S3: Expand Regional Planning**

#### **S3A CREATE COUNTY-LEVEL STRATEGIC PLANS BASED ON SMART MOVES 3.0 AND OTHER PLANNING EFFORTS**

KCATA will work with each jurisdiction to create a dedicated county-level transit strategic plan that will be based upon and expand the long-term regional transit plan, Smart Moves 3.0 and other planning efforts. The plans will identify opportunities for high-demand transit corridors, mobility hubs, transit-supportive placemaking and zoning, and partnerships to expand transit options and provide easier access to residents. The plans will also address regional transit funding.

#### **S3B ESTABLISH PRIORITIES FOR REGIONAL INVESTMENTS**

Based on the county-level transit strategic plans, KCATA and each jurisdiction will develop priorities for regional transit investments that leverage local, state, and/or federal funding and identify investment phasing.





# IMPLEMENTATION PLAN

## Prioritization of Strategies and Initiatives

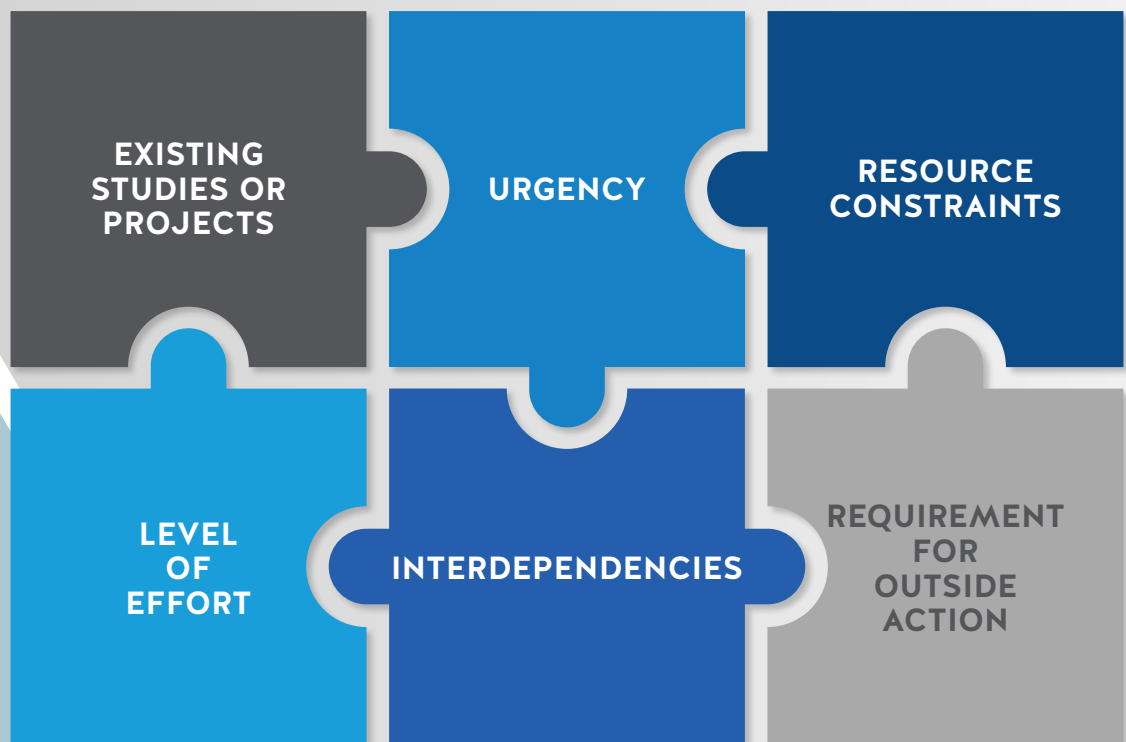
Not all the strategies and initiatives outlined in this plan can be implemented immediately. Resources are limited both on the financial and human side. Some strategies and initiatives build upon each other, requiring a phased approach. Others require additional funding to be identified or jurisdictional action.

Strategies and initiatives were prioritized based on the following factors:

- Urgency
- Existing studies or projects
- Level of effort
- Resource constraints
- Interdependencies
- Requirement for outside action

The level of effort for each initiative is a qualitative estimate based on the following definitions:

- Low:** Initiative can be accomplished using existing resources and staff
- Medium:** Major initiative that could be accomplished if key staff have capacity but may require additional staff to support
- High:** Significant effort that will involve multiple people within the organization to accomplish and/or outside support/procurement.



## Timeline

Based on the prioritization of initiatives, the following timeline is proposed for the implementation of inFOCUS. Several initiatives are implemented across multiple years, with an initial implementation followed by a monitoring phase, which requires less effort. Monitoring is shown in a lighter shade than implementation. All initiative IDs shaded in light blue are underway or can be implemented within the FY24 budget.

## FINANCE

ID		Year 1	Year 2	Year 3	Year 4	Year 5	Level of Effort
<b>F1</b>	<b>Develop New and Innovative Strategies for Funding KCATA Operations and Management</b>						
F1A	Work with current and potential funding jurisdictions and partners to establish dedicated sources of funding for transit.						Medium
F1B	Develop partnerships with local development organizations to fund on-street amenities such as shelters and displays. Expand Adopt-A-Stop program.						Medium
F1C	Work with jurisdictions to update advertising policies and enable KCATA to diversify advertising opportunities.						Low
<b>F2</b>	<b>Expand KCATA's Ability to Generate Revenue</b>						
F2A	Establish more stable, longer term funding agreements with localities and states.						Medium
F2B	Develop protocol for pricing service expansions, understanding existing service costs.						High
F2C	Generate new and maximize current revenue from joint development and TOD.						Medium
F2D	Consider update to free fare policy, including fare capping or partial fares.						Medium
<b>F3</b>	<b>Establish Cadence for Short and Long-Term Financial Sustainability</b>						
F3A	Rebaseline five-year Authority financial projections post-COVID and update on an annual basis to identify funding needs.						High
F3B	Leverage new financial software to better communicate financial position internally and externally.						Low

## ORGANIZATION

ID		Year 1	Year 2	Year 3	Year 4	Year 5	Level of Effort
<b>O1</b>	<b>Adopt Performance-based, Standardized Processes</b>						
O1A	Adopt and monitor KPIs across agency to improve accountability.						Medium
<b>O2</b>	<b>Improve Data Collection and Reporting</b>						
O2A	Collect data from onboard ITS systems and develop a centralized data repository from which performance data can be reported.						High
O2B	Use data repository to create dashboard to present performance metrics and other agency information and ensure credibility of data.						Medium
<b>O3</b>	<b>Invest in Workforce Development &amp; Employee Satisfaction, Retention</b>						
O3A	Conduct staffing needs assessment.						High
O3B	Partner with educational institutions for training to support recruitment initiatives.						Medium
O3C	Develop a workforce development plan and policies for training, career advancement.						Low
O3D	Develop compensation program that attracts high-quality applicants.						Low
O3E	Work with union leadership to establish new policies to support worker wellness and retention.						Low
<b>O4</b>	<b>Develop Next-Generation of Leadership</b>						
O4A	Develop a succession planning process for key leadership and management roles.						Medium
O4B	Establish a leadership development program for rising managers.						Low
O4C	Implement and facilitate formal orientation and training program for board members.						Low
O4D	Train and develop board and staff to serve as agency spokespersons.						Low
<b>O5</b>	<b>Launch Strategic Hiring Campaign</b>						
O5A	Identify gaps to effectively meet current goals. Launch large-scale hiring campaign.						High

# CUSTOMER EXPERIENCE

ID		Year 1	Year 2	Year 3	Year 4	Year 5	Level of Effort
<b>C1</b>	<b>Enhance Safety and Security</b>						
C1A	Improve safety on transit for customers and operators by adding safety ambassadors on vehicles and at stations.						High
C1B	Collaborate with local community organizations on support for people in crisis.						Medium
C1C	Support local Vision Zero transit-specific initiatives by improving safe access to transit routes, including sidewalks, shelters, lighting.						High
<b>C2</b>	<b>Unify Customer Experience</b>						
C2A	Provide easy access for customers to the latest service information using a unified app for all RideKC and KCATA services (e.g. IRIS, Flex, Freedom, Streetcar).						High
C2B	Implement updated existing system/service design standards. Expand new KCATA standards to other services in region.						High
<b>C3</b>	<b>Improve Accessibility and Amenities</b>						
C3A	Develop multi-departmental task force to make sure every stop is clean, safe and accessible.						Low
C3B	Implement new bus stop amenity standards.						Medium
C3C	Improve service delivery for existing service.						High
C3D	Implement more expansive communications plan to better inform customers and stakeholders of agency's role and services.						Medium
C3E	Conduct a complete bus stop inventory to identify ADA compliance needs.						High

## UNIFIED REGION

ID		Year 1	Year 2	Year 3	Year 4	Year 5	Level of Effort
<b>U1</b>	<b>Foster Regional Coordination Around Transit-Related Issues</b>						
U1A	Convene an executive-level regional transportation working group to promote better coordination and cooperation on transportation issues.						Low
U1B	Develop marketing materials to articulate why transit is essential infrastructure.						Medium
U1C	Define and develop regional transit authority responsibilities and funding sources.						Low
U1D	Develop a network of agency advocates that involves private employers.						Medium
<b>U2</b>	<b>Promote Environmental Sustainability</b>						
U2A	Conduct an environmental audit of KCATA facilities to identify opportunities to improve sustainability.						Medium
U2B	Develop long-term Sustainability Policy.						Medium
<b>U3</b>	<b>Lead Transit Oriented Development within the Region</b>						
U3A	Foster more TOD-supportive environment, including mobility hubs.						Medium
U3B	Establish new template operating agreements with localities and/or employers seeking to expand service.						High

## SYSTEM DEVELOPMENT

ID		Year 1	Year 2	Year 3	Year 4	Year 5	Level of Effort
<b>S1</b>	<b>Tailor Transit Options to Serve New and Changing Markets</b>						
S1A	Explore new potential fixed-route service.						High
S1B	Develop and right-size microtransit service for the markets they can best serve.						High
S1C	Develop plan to address mobility deserts.						High
S1D	Work with localities to implement transit supportive infrastructure to speed up bus service and improve reliability.						High
<b>S2</b>	<b>Formalize Special Event Service</b>						
S2A	Develop standard practice for special event service, including a revenue model and policies around sponsorships that would allow KCATA to provide event service with more consistency.						Medium
S2B	Create and execute transportation plan for FIFA World Cup.						High
<b>S3</b>	<b>Expand Regional Planning</b>						
S3A	Create county level strategic funding plans based on Smart Moves 3.0 and other planning efforts.						Medium
S3B	Establish priorities for regional investments.						Low

## Partnerships and Collaboration to Ensure Plan Success

KCATA’s ambitious goals can only be achieved through close collaboration with its many partners. That includes the municipalities whose residents the agency serves, and which provide the bulk of KCATA’s funding; the other operators providing transit in the region; major employers whose employees rely on the bus to get to work; and the agency’s customers themselves. Throughout the development of this plan, KCATA engaged with its partners through a robust effort to ensure that inFOCUS reflects the values and priorities of all stakeholders.

In fact, collaboration and integration are central to inFOCUS. From closer coordination between development and transportation, to integration across the region’s variety of transportation services, to establishing a more reliable and equitable framework for funding the agency’s work, this strategic plan provides a blueprint for increased dialogue between KCATA and its partners.

We hope that you see inFOCUS as an invitation to engage with us on how we can create a more connected, dynamic region together.

### PARTNERSHIPS AND COLLABORATION MATRIX

<p><b>Non Profits</b></p> <ul style="list-style-type: none"> <li>• United Way</li> <li>• Morning Star Missionary Baptist Church</li> </ul>	<p><b>Universities</b></p> <ul style="list-style-type: none"> <li>• Metropolitan Community Colleges</li> <li>• University of Missouri-Kansas City</li> </ul>	<p><b>Healthcare</b></p> <ul style="list-style-type: none"> <li>• University of Kansas Health System</li> </ul>	<p><b>Major Employers</b></p> <ul style="list-style-type: none"> <li>• The Chamber of Greater Kansas City</li> <li>• Downtown Council of Kansas City</li> <li>• Private Employers</li> </ul>
<p><b>Economic Development Organizations</b></p> <ul style="list-style-type: none"> <li>• KC Area Development Council</li> <li>• Visit KC and Kansas City Sports Commission</li> <li>• KC Current</li> <li>• Mid-America Regional Council</li> </ul>		<p><b>Local Jurisdictions</b></p> <ul style="list-style-type: none"> <li>• Kansas City, MO</li> <li>• Cass County, MO</li> <li>• Clay County, MO</li> <li>• Jackson County/Independence, MO</li> <li>• Platte County, MO</li> <li>• Riverside, MO</li> <li>• City of Overland Park, KS</li> <li>• Johnson County, KS</li> <li>• Leavenworth County, KS</li> <li>• Wyandotte County, KS</li> </ul>	





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# PERFORMANCE MONITORING

This strategic plan is built upon an intentional focus on the continuous improvement of organizational processes and effectively providing multi-modal mobility services for KCATA customers and the region. KCATA is committed to successfully implementing this strategic plan and ensuring that the decision-making process is transparent and aligned with local and regional goals. The following elements are key to implementing the strategic plan:

- Monitoring the delivery of transit services.
- Reporting progress on executing specific strategies and initiatives.
- Sharing results with internal and external stakeholders through a defined set of performance measures.

The proposed inFOCUS performance metrics will enable KCATA to measure whether the organization is achieving the desired outcomes expressed in the plan's goals. Where possible, KCATA tried to incorporate metrics it already utilizes while defining new measures where gaps exist in agency reporting.

## Existing Performance Reporting

The development of performance measures for the strategic plan builds upon existing metrics defined within the agency to assess and report on operational effectiveness and service efficiency. Previous KCATA strategic plans developed performance scorecards as a tool to monitor progress and objectively share KCATA's performance in achieving its goals. The performance scorecards included a series of metrics focused on strategic priority areas such as revenue, ridership, and internal and external relationships that impact the region. The availability and accessibility of essential data are critical to evaluating and reporting

transit service performance in a timely and effective manner. KCATA has continued to make investments in technology to facilitate data collection and analysis to support daily system assessments and overall operational and service performance reporting needs. The data resources and storage are managed by the agency's Information Technology (IT) group.

## Reporting Requirements

Performance reports are prepared by KCATA staff on a monthly basis to address specific performance requirements outlined in existing agreements and contracts, such as with Kansas City, Missouri. KCATA leadership submits monthly reports to the City's Director of Transportation to demonstrate conformance with specified performance goals, capital and operating costs, and revenue for scheduled services by route as defined in the current contract. The contract is reviewed annually to adjust specific performance targets based on the existing route structure and calculate non-conformance fees. The performance measures assess achievements in the delivery of scheduled services and on-time performance for fixed-route transit, on-demand, and paratransit services. Monthly reporting also includes an assessment of system effectiveness for each route for the following service metrics:

- Total ridership
- Vehicle revenue miles and hours
- Passengers per vehicle revenue mile and per hour
- Operating cost and cost per passenger.

Other measures reporting on safety and reliability criteria, such as the number of vehicle accidents and mechanical road calls, along with public satisfaction metrics, are also formally conveyed each month to the city.

## inFOCUS Performance Measures

Quantitative and qualitative measures are used to evaluate progress and recommend interim changes to support the implementation of this strategic plan. For this strategic plan, performance measures are based on the following guiding principles:

- Connection to strategic plan goals (FOCUS) over the next five years.
- Alignment with local and regional stakeholder priorities.
- Simplified, measurable, industry-standard metrics with designated accountability, targets, and timelines.

Initial performance metrics were developed to address the execution of the inFOCUS strategic plan with consideration of increased visibility, accountability, and improvement to the overall efficiency and foundation of the organization. KCATA defined for each measure targets to contextualize performance; some measures are looking for positive year-over-year progress while others have pre-defined goals to exceed.






The development of performance measures for the plan considered the number of metrics currently reported by KCATA. Ongoing reviews and refinement of the performance measures, including recommendations for streamlining metrics and adjusting for consistency with national industry standards and trends, will be conducted on a regular cadence throughout the plan implementation.

The current public-facing performance metric dashboard will be modified with additional performance metrics and enhanced to improve internal and external stakeholder accessibility to information. The performance dashboard is an important tool for reporting on service delivery and other agency activities efficiently and transparently to the KCATA Board of Commissioners, agency partners, and the public.

Performance measures for this plan were collaboratively developed with staff, agency leadership, and stakeholders. A baseline for implementation in 2024 was established and adopted by the leadership team and Board of Commissioners. KCATA and its Board of Commissioners will revisit these metrics on an annual basis.



## inFOCUS PERFORMANCE METRICS - 2/28/2024

inFOCUS Goals	Performance Metric	Purpose/Description
<b>FINANCE</b> 	<b>Diversification of Revenue Sources</b>	Revenue generated by TOC/TOD projects
	<b>Cost per Revenue Hour</b>	Average cost of operating an hour of scheduled service by mode
	<b>Increase Revenue Generated by Agency</b>	Share of revenue directly generated by agency (e.g., fares, leases, joint-development agreements, asset sales, advertising, etc.)
	<b>Percentage of Expenditures Compared to Budget</b>	To review budget adherence – compare expenditures/budget alignment with projections each month
<b>ORGANIZATION</b> 	<b>Front-Line Staffing Availability by Function</b>	Percentage of operators, mechanics, and facilities maintenance staff needed to cover service – cover for direct service, vacations, mandated training, sick leave, jury duty, family care leave, and other approved time off
	<b>Turnover Rate of Permanent Employees</b>	Retention of staff to maintain staffing levels
	<b>Workforce Recruitment</b>	Effectiveness in front-line recruitment
	<b>Staff Training and Development</b>	Workforce development and skill enhancement of professional and administrative employees
<b>CUSTOMER EXPERIENCE</b> 	<b>Customer Call Center Response Time</b>	Ensure customer calls are answered promptly based on industry standard
	<b>Customer Complaints per 100,000 Miles</b>	Number of customer complaints per 100,000 miles
	<b>On-Time Performance (OTP)</b>	Measure of service reliability. OTP is defined as no more than 2 minutes early, or 10 minutes behind schedule. Late is more than 10 minutes behind schedule at any timepoint
	<b>OTP (Paratransit)</b>	Adherence to paratransit pick-up reservation time
	<b>Customer Complaint Response Time</b>	Reduce the amount of time to respond to customers regarding complaints
<b>UNIFIED REGION</b> 	<b>Support of Mixed-Income Housing in TOD Projects</b>	Develop projects to support the creation of mixed-income housing in the region
	<b>Aggregate Impressions/Engagement</b>	Understand customer use of website, social media, and app
	<b>Transit Mode Share Within the Seven-County Compact Region</b>	Enhance mobility across the region
<b>SYSTEM DEVELOPMENT</b> 	<b>Access to Jobs and Population Within the RideKC Network</b>	Increase in the percentage of people with access to jobs – measure of population and jobs within ½-mile of a bus stop within RideKC network or micro-transit zone
	<b>Ridership</b>	Increase in the aggregate number of fixed route, microtransit, and flex boardings
	<b>Transit Access Safety and Accessibility</b>	Measurement of transit stops and amenities condition and connectivity in compliance with ADA accessibility standards

Target	How it is Measured	KPI Status	Responsible
\$100,000 per year, with annual year-over-year growth	Revenue generated by TOC/TOD projects	New	Economic Development
Annual cost per hour equal two or less than hourly cost assumption in budget	Total cost of service/total number of revenue hours	New	Operations, Finance, Scheduling
20% of operating costs	Increase in revenue from directly generated sources	New	Finance
Expenditures at or below 100% of expenditures	Percentage of expenditures to budgeted projections	New	Finance
1.16 (16% over the required number of operators) daily	Number of operators, mechanics, and facilities maintenance staff available to support service delivery	New	Operations, Scheduling, HR
Less than 10% turnover	Percentage of staff that leave in a specified period	New	HR
Less than 60 days	Average time to process and fill vacancies	New	HR
At least 5 days of training per year	Number of training days reported per employee on an annual basis	New	HR
Less than 1 minute hold time	Time customers wait for calls to be answered	New	Marketing & Comm.
Less than 15 complaints per 100,000 miles	Number of customer complaints per 100,000 miles	Existing	Marketing & Comm., Operations
Greater than 95%	Percentage of timepoint arrivals that occur within on-time window of scheduled arrival time	Existing	Scheduling, Operations
90% or higher	Percent of pick-ups inside reservation time	Existing	Mobility Services
Less than 5 days	Average time to respond to customers with outcome or resolution of complaints	New	Marketing & Comm., Operations
At least 15% of TOD projects qualify as mixed income	Number of mixed-income housing created	New	Economic Development
Coordinate outreach efforts in the region to increase the visibility of KCATA and transit	Track the number of app downloads, website page visits, and social media responses (likes)	Existing	Marketing & Comm.
Annual increase	Using census transit mode share data	New	Planning, Gov't Relations
Increase	Using census population and job data – measure number of people and jobs within ½-mile of a bus stop within the RideKC network and micro-transit zones	New	Planning, Gov't Relations
Annual increase	Measure total number of passenger boardings per month	Existing	Organizational Goal
Show reduction in the number of ADA non-compliant bus stops each year.	Using the ADA Transition Plan, Transit Stop Database, and Customer Complaints – identify and prioritize transit stop repairs	New	Planning, Facilities

# CONCLUSION

inFOCUS provides a blueprint for how the agency can grow and adapt over the next five years. This plan presents the concrete steps for realizing the agency’s vision to “Enhance lives in the region through mobility options.” It presents a framework for achieving financial resiliency so KCATA can continue providing the service that the region depends on. It presents strategies for improving the agency’s ability to share and analyze information, make informed decisions, and build capacity among its staff and leadership. It envisions a system that is more useful and user-friendly to its customers. Finally, it seeks to increase cooperation among the region’s municipalities and transit providers.

While KCATA embraces innovation and strives to expand its reach, inFOCUS recognizes that future expansion is predicated on ensuring the agency can deliver on the fundamentals. Much of this plan focuses on initiatives such as hiring, workforce training, data management, and

relationship building. Investing in these areas will ensure the agency is better positioned to expand its service and take on new roles.

Over the next five years, inFOCUS will set KCATA and the region on a path to adapt to changing transportation needs and a transportation landscape. The agency envisions renewed investment in developing new high-capacity transit corridors that help link together the seven-county region. KCATA will help guide mobility in the region, from supporting transportation during major events like the World Cup, to working with developers and employers to ensure future development and job growth is designed around public transit. The agency strives to be a strong regional partner, working with elected officials, the business community, community organizations, and the public to meet a range of transportation needs.



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